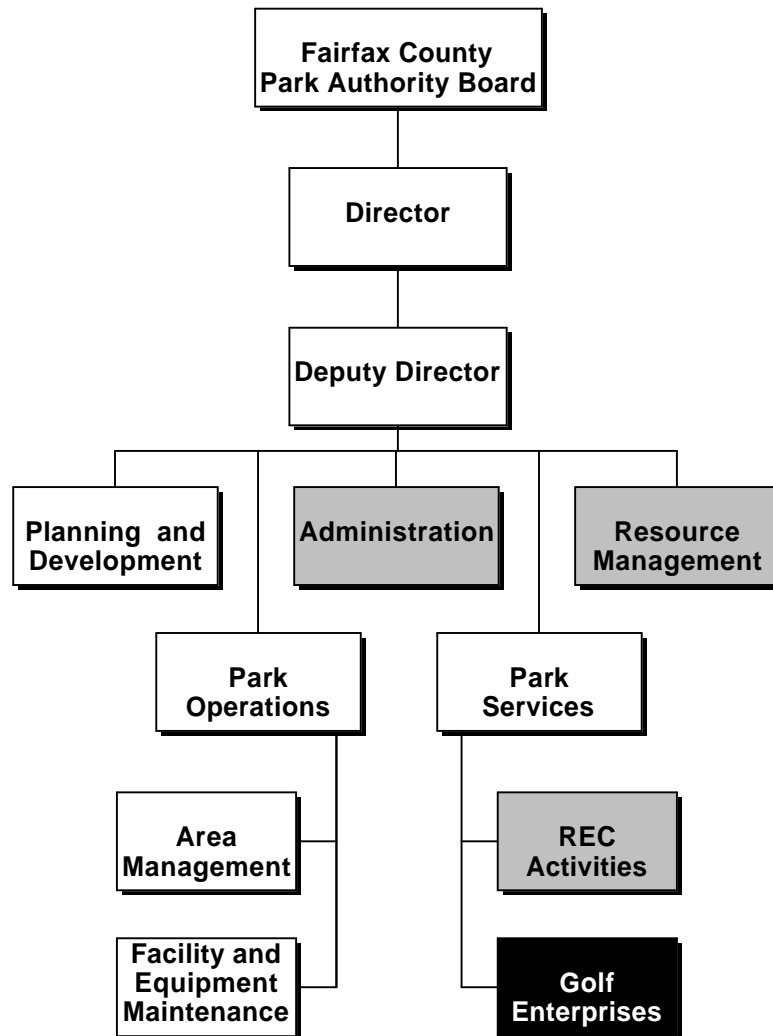


FUND 170 PARK REVENUE FUND



 Denotes Cost Centers that are included in both the General Fund and Fund 170, Park Revenue Fund.

 Denotes Cost Center that is only in Fund 170, Park Revenue Fund.

FUND 170 PARK REVENUE FUND

Agency Position Summary

Fund 001:	380	Regular Positions	/	375.50	Regular Staff Years
Fund 001:	<u>1</u>	State Co-Op Position		<u>1.00</u>	State Co-op Staff Year
Total Fund 001:	381	Positions (-10)	/	376.50	Staff Years (-12.0)
Fund 170:	<u>216</u>	Trust Fund Supported (16)	/	<u>215.75</u>	Trust Fund Staff Years (16.0)
	597	Total Positions (6)	/	592.25	Total Staff Years (4.0)

Position Detail Information

GENERAL FUND

PLANNING AND DEVELOPMENT

1	Park Division Director
3	Planners IV
3	Planners III
1	Sr. Right-Of-Way Agent
1	Rt.-of-Way Agt./Prop. Analyst
1	Engineering Technician III
2	Engineers IV
2	Engineers III
9	Engineers II
1	Senior Survey Analyst/Coordinator
0	Survey Instrument Tech. (-1)
1	Survey Party Chief Analyst
1	Geog Info Spatial Analyst I
1	Management Analyst III
1	Administrative Assistant V
1	Administrative Assistant III
1	Administrative Assistant II
1	Landscape Architect III
<u>2</u>	Landscape Architects II
33	Positions (-1)
33.0	Staff Years (-1.0)

PARK OPERATIONS AREA MANAGEMENT

1	Park Division Director
1	Park Mgmt. Specialist I
9	Park Specialists III
1	Park Specialist II
16	Park Specialists I
1	Administrative Assistant III
1	Administrative Assistant II
4	Heavy Equip. Operators
16	Motor Equip. Operators
3	Truck Drivers
1	Horticulture Technician
1	Turfgrass Specialist
3	Pest Controllers I
2	Tree Trimmers II

2	Tree Trimmers I
6	Labor Crew Chiefs (-1)
27	Laborers III
22	Laborers II (-2)
16	Laborers I
2	Senior Utility Workers
4	Utility Workers
1	Management Analyst II
<u>1</u>	Management Analyst I
141	Positions (-3)
141.0	Staff Years (-3.0)

PARK OPERATIONS FACILITY AND EQUIPMENT MAINTENANCE

1	Supvr. Facility Support
1	Assistant Supervisor Facility Support
1	Sr. Mech. Sys. Supvr.
2	Sr. Motor Mech. Supvrs.
2	Auto Mechanics II
1	Auto Mechanic I
4	Carpenters II
4	Carpenters I
2	Electricians II
2	Electricians I
1	Painter II
2	Painters I
2	Plumbers II
1	Plumber I
1	Welder II
1	Laborer II
1	Restoration Specialist
1	Equipment Repairer
3	Maint. Trade Helpers II
4	Maint. Trade Helpers I
1	Maintenance Worker
1	Property Auditor
1	Administrative Assistant II
1	Supply Clerk
<u>1</u>	Garage Service Worker
42	Positions
42.0	Staff Years

OFFICE OF ADMINISTRATION

1	Director
1	Deputy Director
2	Park Division Directors
1	Fiscal Administrator
1	Budget Analyst I
2	Management Analysts III
2	Management Analysts I
1	Accountant III
3	Accountants II
2	Accountants I
1	Safety Analyst
1	Administrative Assistant V
5	Administrative Assistants IV
10	Admin. Assistants III (-1.0 SYE)
1	Administrative Assistant I
1	Materials Requirement Specialist
1	Resource Development/ Training Manager
1	Buyer II
3	Buyers I
3	Assistant Buyers (-0.5 SYE)
1	Internet/Intranet Arch. II
1	Info. Tech. Program Mgr. I
1	Network/Tele. Analyst II
1	Network/Tele. Analyst I
<u>1</u>	Information Officer III
48	Positions
46.5	Staff Years (-1.5)

FUND 170

PARK REVENUE FUND

RESOURCE MANAGEMENT

1 Park Division Director
 1 Utility Worker
 3 Historians III
 6 Historians II
 7 Historians I (3 PT)
 1 Assistant Historian
 1 Heritage Resource Specialist IV
 2 Heritage Resource Specialists III
 1 Heritage Resource Specialist II
 1 Heritage Res. Specialist I (-1)
 4 Park Specialists I
 3 Park Management Specialists I
 2 Horticultural Technicians
 1 Naturalist IV
 6 Naturalists III (-1)
 5 Naturalists II
 14 Naturalists I (2 PT)
 1 Equipment Repairer
 0 Planner III (-1)
 1 Asst. Park Specialist
 1 Extension Agent S/C
 3 Facility Attendants II
 2 Night Guards
 1 Laborer III
 1 Laborer II
 1 Volunteer Svces Coordinator I
 5 Groundskeeper Specialists
 2 Naturalists/Historians (-1)
 1 Administrative Asst. IV
 5 Administrative Assts. II (-1.5 SYE)
 1 Custodian II (-1)
 84 Positions (-6)
 81.0 Staff Years (-6.5)

REC ACTIVITIES

1 Park Division Director
 1 Park Mgmt. Specialist II
 1 Park Mgmt. Specialist I
 1 Park Specialist IV
 2 Park Specialists III
 4 Park Specialists I
 3 Asst. Park Specialists
 4 Recreation Specialists IV
 3 Facility Attendants II
 1 Facility Attendant I
 3 Night Guards
 1 Labor Crew Chief
 1 Laborer III
 3 Laborers II
 1 Laborer I
 1 Administrative Assistant IV
 1 Administrative Assistant III
 1 Utility Worker
 33 Positions
 33.0 Staff Years

FUND 170, PARK REVENUE FUND

OFFICE OF ADMINISTRATION

1 Network Telecom Analyst II
 2 Network Telecom Analysts I
 2 Engineers III
 2 Engineers II
 1 Sr. Right-of-Way Agent
 8 Positions
 8.0 Staff Years

RESOURCE MANAGEMENT

1 Historian II
 1 Historian I
 2 Facility Attendants II, 1 PT
 1 Assistant Historian
 1 Park Specialist III
 1 Park Specialist I
 1 Administrative Assistant V
 1 Custodian II
 9 Positions
 8.75 Staff Years

PARK SERVICES REC ACTIVITIES

2 Park Management Specialists I
 6 Park Specialists IV (1)
 4 Park Specialists III
 4 Park Specialists II
 9 Park Specialists I (1)
 26 Asst. Park Specialists (4)
 1 Recreation Division
 Supervisor I
 1 Recreation Specialist IV
 4 Recreation Specialists II
 6 Recreation Specialists I (1)
 20 Recreation Assistants (3)
 1 Management Analyst III
 2 Management Analysts II
 1 Information Officer II
 9 Facility Attendants II (2)
 8 Facility Attendants I (1)
 11 Administrative Assistants III (1)
 1 Sr. Interpreter, Nat. & Hist. Prog. (1)
 8 Preventative Maintenance
 Specialists (1)
 2 Custodians II
 3 Custodians I
 1 Electronic Equipment Tech. II
 1 Painter II
 1 Producer/Director
 1 Business Analyst II
 1 Graphic Artist III
 1 Publication Assistant
 1 Photographic Specialist
 136 Positions (16)
 136.0 Staff Years (16.0)

PARK SERVICES GOLF ENTERPRISES

2 Park Specialists IV
 3 Park Specialists III
 7 Park Specialists I
 6 Asst. Park Specialists
 1 Park Management Spec. II
 2 Facility Attendants II
 4 Facility Attendants I
 3 Laborers III
 7 Laborers II
 5 Laborers I
 6 Sr. Utility Workers
 6 Utility Workers
 1 Labor Crew Chief
 2 Golf Course Supts. III
 1 Golf Course Supt. II
 3 Golf Course Supts. I
 2 Motor Equip. Operators
 1 Automotive Mech. I
 1 Irrigation Specialist
 63 Positions
 63.0 Staff Years

S/C Denotes State Co-Op Position
 PT Denotes Part-Time Positions
 () Denotes Position Change

FUND 170 PARK REVENUE FUND

Agency Mission

To set aside public spaces for, and assist citizens in, the protection and enhancement of environmental values, diversity of natural habitats, and cultural heritage; to guarantee that these resources will be available to both present and future generations; to create and sustain quality facilities and services that offer citizens opportunities for recreation, improvement of their physical and mental well-being, and enhancement of their quality of life.

Agency Summary					
Category	FY 2002 Actual	FY 2003 Adopted Budget Plan	FY 2003 Revised Budget Plan	FY 2004 Advertised Budget Plan	FY 2004 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	198/ 197.75	200/ 199.75	200/ 199.75	216/ 215.75	216/ 215.75
Expenditures: ¹					
Personnel Services	\$15,293,529	\$16,426,207	\$16,176,207	\$17,869,128	\$17,804,755
Operating Expenses	8,681,476	9,012,224	9,157,489	9,455,626	9,455,626
Recovered Costs	(388,220)	(400,882)	(400,882)	(423,049)	(423,049)
Capital Equipment	237,846	559,000	528,879	689,400	689,400
Bond Costs	14,203,930	1,076,439	1,076,439	1,067,446	1,067,446
Total Expenditures	\$38,028,561	\$26,672,988	\$26,538,132	\$28,658,551	\$28,594,178

Summary by Cost Center					
Category	FY 2002 Actual	FY 2003 Adopted Budget Plan	FY 2003 Revised Budget Plan	FY 2004 Advertised Budget Plan	FY 2004 Adopted Budget Plan
Administration	\$15,130,817	\$2,269,412	\$2,317,412	\$2,276,771	\$2,272,523
Golf Enterprises	6,243,804	6,400,524	6,300,524	6,812,800	6,793,014
REC Activities	15,729,063	16,966,286	16,883,430	18,494,258	18,456,606
Resource Management	924,877	1,036,766	1,036,766	1,074,722	1,072,035
Total Expenditures¹	\$38,028,561	\$26,672,988	\$26,538,132	\$28,658,551	\$28,594,178

¹ FY 2002 actuals reflect an allocation of bond proceeds related to the refunding of the Park Facilities Revenue Bonds, Series 1995. On September 15, 2001, the Park Authority issued \$13,015,000 in Revenue Refunding Bonds in order to refinance Park Revenue Bonds at a lower interest rate.

Board of Supervisors' Adjustments

The following funding adjustments reflect all changes to the FY 2004 Advertised Budget Plan, as approved by the Board of Supervisors on April 28, 2003:

- ◆ A decrease of \$64,373 reflects reduced funding for the Pay for Performance program. Based on the approved 25 percent reduction, the FY 2004 program will result in reductions in the increases employees will receive based on their performance rating, thus capping employees to a maximum of 5.25 percent. This adjustment leaves in place the Pay for Performance program in preparation for system redesign in FY 2005.

FUND 170 PARK REVENUE FUND

The following funding adjustments reflect all approved changes to the FY 2003 Revised Budget Plan from January 1, 2003 through April 21, 2003. Included are all adjustments made as part of the FY 2003 Third Quarter Review:

- ◆ A net decrease of \$134,856 in expenditures associated with a reduction of \$250,000 due to closely managed position vacancies, as well as reductions in seasonal salaries at RECenters and reductions in overtime expenses. This reduction is partially offset by an increase of \$115,144 in Operating Expenses, primarily due to increased demands for contracted camps and funding to support Park Authority program enhancements.

County Executive Proposed FY 2004 Advertised Budget Plan

Purpose

The Park Authority Park Revenue Fund is primarily supported from fees and charges generated at Park Authority facilities. The Park Authority's State enabling legislation indicates that revenues must be spent exclusively for park purposes. Based on the Board of Supervisors' direction to establish fees and charges for special purpose facilities, the Park Authority Board has approved a fee structure which allows its operations to be funded by users rather than from tax dollars. The Park Revenue Fund is responsible for the operation of the agency's revenue-supported facilities, which include golf courses, recreation centers, lake parks, nature centers, and historic sites.

There are 32 revenue-generating facilities under the management of the Park Authority:

Recreational Parks	Recreation Centers	Golf Courses	Resource Management Sites
Lake Accotink	Providence	Twin Lakes	Sully Plantation
Lake Fairfax	Lee District	Burke	Colvin Run Mill
Burke Lake	Audrey Moore	Jefferson	Cabell's Mill
	Mount Vernon	Greendale	Dranesville Tavern
	Oak Marr	Pinecrest	Stoneybrooke
	South Run	Oak Marr	Wakefield Chapel
	Spring Hill		Great Falls Grange
	George Washington		Clark House
			Riverbend
			Green Spring Gardens Park
			Frying Pan Park
			Huntley Meadows
			Hidden Pond
			Ellanor C. Lawrence
			Hidden Oaks

FUND 170

PARK REVENUE FUND

Key Accomplishments

- ◆ Developed the *Fairfax County Park Authority 2002 – 2006 Strategic Plan*.
- ◆ Initiated efforts to overhaul Performance Measures as presented in the agency's annual budget submission toward a goal of presenting broader, more meaningful outcomes.
- ◆ Expanded open hire processes to hire and process employees for Camps and RecPAC programs.
- ◆ Began implementation of Achieve Global Leadership training program to develop future managers.
- ◆ Developed a change management initiative for senior staff intended to guide the agency towards strategic plan execution following a High Performance Organization model.
- ◆ Developed and implemented diversity initiatives (programmatic and workforce).
- ◆ Implemented a new automated reconciliation process for procurement cards used throughout the Park Authority for operating materials and services.
- ◆ Improved the procurement solicitation packaging process which improved the turnaround time and expanded the feature/price options utilized when purchasing Capital Equipment for Grounds Maintenance Equipment.
- ◆ Initiated implementation of the Automated Clearing House transaction authorization for direct transfer of rent payments from Park property tenants to the Park Authority's bank account.
- ◆ Established direct inquiry access to an online banking system which enhances reconciliation efficiency and reduces staff time required to perform the task.
- ◆ Expanded regional cooperative efforts for golf management and programming to include Northern Virginia Regional Park Authority, Prince William Park Authority, and the Town of Herndon.
- ◆ Expanded youth golf initiatives to include programs for at-risk youth, beginner girl golfers, high school girls' golf, and a regional youth golf skill competition.
- ◆ Completed renovations at two RECenters with minimal adverse financial impact. Minimized service impacts by relocating many programs.
- ◆ Retained over 70 percent of customers in an industry averaging 40 percent, attributable to newly established Fitlinxx and Fitness Directors.
- ◆ Implemented Internet class registration and commenced a program to enhance Park Authority information and services available on line.
- ◆ Implemented automated pass sales and check-in for RECenters, Golf, and Watermine pass holders.
- ◆ Implemented teen concerts at Providence RECenter.

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PARK REVENUE FUND

- ◆ Completed extensive improvements at golf courses, including a new irrigation pump station at Twin Lakes, a new irrigation system at Burke Lake, driving range expansion at Oak Marr, renovation of hole #17 at Greendale, and stream and pond dredging and stabilization at Pinecrest.
- ◆ Completed a two-year application process for re-accreditation of Sully Historic Site and Colvin Run Mill Historic Site by the American Association of Museums, and first-time accreditation of Green Spring Gardens Park.
- ◆ Received over 156,444 hours of volunteer service at a value of \$2,776,881.

FY 2004 Initiatives

- ◆ Develop and document a comprehensive business continuity plan based on requirements outlined in the Information Protection Manual, in order to provide customers with service in the event of a significant disruption to automated systems.
- ◆ Continue Leadership for Results training.
- ◆ Develop the strategic plan initiative to align rewards and recognition with strategic plan priorities.
- ◆ Develop and establish a pilot mentoring program.
- ◆ Implement the leadership competency model in training, career growth planning, and hiring efforts.
- ◆ Continue implementation of diversity initiatives that contribute to a more diverse workforce and expand program offerings to diverse communities.
- ◆ Conduct a change management workshop to establish a baseline for focusing on adapting to, and excelling in, a future environment characterized by limited resources, changing demographics, and sophisticated customer expectations.
- ◆ Develop E-commerce opportunities.
- ◆ Develop a life cycle replacement program for golf, recreation centers, and lake park Capital Equipment.
- ◆ Plan for the opening of the West County RECenter and development of the privately owned and operated West County Field House.
- ◆ Expand community outreach initiatives to provide more services in the community rather than at park sites, in order to serve ethnic communities better.

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PARK REVENUE FUND

Performance Measurement Results

In an effort to provide broader linkage to the budget and to the agency's strategic plan, the Park Authority has updated performance measure (PM) objectives, as well as performance indicators. As with the inception of the PM process five years ago, the product and presentation of this effort will be iterative. Internal and external customer satisfaction surveys have been conducted periodically but, beginning in FY 2003, these surveys will be conducted annually. The external survey tool will measure how important various park services are in the lives of Fairfax County households and how successfully the Park Authority is in meeting its customer needs and expectations.

The new objective for the Administration Cost Center presents a broad range of services provided to the agency. Within the division's workplan are more detailed measures and objectives that reflect the scope of work and outcome targets for each administrative branch. The objective of the division is to provide efficient and effective administrative support services while maintaining at least an 80 percent satisfaction rating and completing 85 percent of the annual work plan.

The objectives for Golf Enterprises focus on maintaining the number of golf rounds played while maintaining the course condition rating at 7.2 on a scale of 1 to 9 in the maintenance of tees, fairways, and greens.

The new objectives for REC Activities and Resource Management cost centers are to achieve at least 75 percent of surveyed households indicating that recreation services and natural, cultural, and horticultural services provided by the Park Authority enhance their quality of life.

Funding Adjustments

The following funding adjustments from the FY 2003 Revised Budget Plan are necessary to support the FY 2004 program:

- ◆ An increase of \$451,353 in Personnel Services primarily associated with salary adjustments necessary to support the County's compensation program.
- ◆ An increase of \$93,140 in Personnel Services including \$22,226 in Fringe Benefits to support 1/1.0 SYE Facility Attendant II position to supervise the amusement area, including the new miniature golf course and ice cream parlor, at Burke Lake Park and 1/1.0 SYE Recreation Assistant position to operate and supervise the new skate park at Audrey Moore RECenter. The miniature golf facility is scheduled to open in June 2003, and the skate park is scheduled to open in October 2003.
- ◆ An increase of \$226,411 in Personnel Services including \$39,611 in Fringe Benefits to support the phased hiring of 14/14.0 SYE staff to operate and manage the new West County RECenter, scheduled to open in July 2004. This 65,824-square-foot facility will include a 25-meter by 25-yard competitive swimming pool, a leisure pool, whirlpool/spa, weight training and fitness areas, multi-purpose rooms, and administrative and support service areas. Partial funding for these positions is required in FY 2004 to ensure that the facility will be fully operational upon its opening. Staff hired in FY 2004 will hire and train additional staff, complete operating and capital planning requirements, and perform community outreach initiatives.
- ◆ An increase of \$436,262 in Exempt Limited Term salaries primarily associated with seasonal staff required to support the operation and maintenance of new facilities, including the skate park at Audrey Moore RECenter and the miniature golf course at Burke Lake Park.

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PARK REVENUE FUND

- ◆ A net increase of \$235,755 in Personnel Services primarily associated with increases in shift differential (\$8,952), extra pay for overtime (\$63,803), and fringe benefits (\$207,739), partially offset by an increase of \$44,739 in position turnover.
- ◆ An increase of \$443,402 in Operating Expenses primarily due to contractual increases, printing costs, computer software, and operating supplies, as well as operating costs associated with the opening of the Wakefield Skate Park, the miniature golf course at Burke Lake Park, and the West County RECenter.
- ◆ An increase of \$22,167 in Recovered Costs based on projected salary and operating expense requirements.
- ◆ Funding in the amount of \$689,400 is included for Capital Equipment. Of this amount, \$208,900 is included for 11 vehicles (three new and eight replacement vehicles, one of which will be used at the West County RECenter to transport supplies and grounds staff and two of which will be used at the Oak Marr Golf Complex to transport staff, equipment, and supplies). In addition, \$62,000 is included for one ice resurfacing machine, \$80,000 is included for aquatic entertainment equipment, \$175,000 is included for fitness room equipment, \$13,000 is included for a soft-serve ice cream machine, \$6,500 is included for a chemical storage unit, and \$144,000 is for grounds maintenance equipment including mowers, bunker rakes, a trailer, and a bucket attachment.
- ◆ Funding in the amount of \$1,067,446 is included for debt service, including \$543,451 for principal, \$521,995 for interest, and \$2,000 for fiscal agent fees.

Revenue adjustments required to support the FY 2004 program include:

- ◆ Revenues are projected to increase by \$1,461,205 over the *FY 2003 Revised Budget Plan*. This increase is due to an increase of \$972,228 associated with fees collected at Recreation Centers and Lake Parks, \$446,336 for special events, facility rentals, and season passes, and \$42,641 in other miscellaneous revenues.

The following funding adjustments reflect all approved changes in the FY 2003 Revised Budget Plan since passage of the FY 2003 Adopted Budget Plan. Included are all adjustments made as part of the FY 2002 Carryover Review and all other approved changes through December 31, 2002:

- ◆ FY 2003 expenditures remain unchanged from the FY 2003 Adopted Budget Plan.
- ◆ As part of the *FY 2002 Carryover Review*, an amount of \$922,720 was transferred to Fund 371, Park Capital Improvement Fund, to support capital projects.

FUND 170 PARK REVENUE FUND



Administration

Cost Center Summary					
Category	FY 2002 Actual	FY 2003 Adopted Budget Plan	FY 2003 Revised Budget Plan	FY 2004 Advertised Budget Plan	FY 2004 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	8/ 8	8/ 8	8/ 8	8/ 8	8/ 8
Total Expenditures¹	\$15,130,817	\$2,269,412	\$2,317,412	\$2,276,771	\$2,272,523

¹ The FY 2002 Revised Budget Plan reflects an allocation of bond proceeds related to the refunding of the Park Facilities Revenue Bonds, Series 1995. On September 15, 2001, the Park Authority issued \$13,015,000 in Revenue Refunding Bonds in order to refinance Park Revenue Bonds at a lower interest rate.

Goal

To implement Park Authority Board policies and provide high quality administrative and business support to all levels of the Park Authority in order to assist Division management in achieving Park Authority mission-related objectives.

Performance Measures

Objectives

- ♦ To manage expenditures, revenues, and personnel and to provide safety and information technology services for the Park Authority, with at least an 80 percent customer satisfaction rating, while achieving at least 85 percent of the approved administration division's work plan objectives.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2000 Actual	FY 2001 Actual	FY 2002 Estimate/Actual	FY 2003	FY 2004
Output:					
Annual budget expenditures administered	\$15,168,637	\$16,484,861	NA / \$18,783,282	\$21,081,663	\$22,075,419
Employees served	1,445	1,754	NA / 2,178	2,205	2,258
PC's, servers, and printers	490	518	NA / 538	538	545
Efficiency:					
Expenditure per Purchasing/Fin SYE	\$632,027	\$686,869	NA / \$782,637	\$878,403	\$919,809
Agency employees served per HR SYE	181	219	NA / 272	245	251
IT Components per IT SYE	70.00	74.00	NA / 76.86	89.67	90.83
Service Quality:					
Customer satisfaction	NA	NA	NA / NA	80%	80%
Outcome:					
Percent of annual work plan objectives achieved	NA	NA	NA / NA	85%	85%

FUND 170 PARK REVENUE FUND



Golf Enterprises

Cost Center Summary					
Category	FY 2002 Actual	FY 2003 Adopted Budget Plan	FY 2003 Revised Budget Plan	FY 2004 Advertised Budget Plan	FY 2004 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	63/ 63	63/ 63	63/ 63	63/ 63	63/ 63
Total Expenditures	\$6,243,804	\$6,400,524	\$6,300,524	\$6,812,800	\$6,793,014

Goal

To operate and maintain quality golf facilities, programs, and services for the use and enjoyment of Fairfax County citizens and visitors; plan for future golf needs countywide; and provide opportunities and programs that enhance the growth of the sport as a life-long leisure activity.

Performance Measures

Objectives

- ◆ To maintain an overall golfer satisfaction rating of at least 80 percent.
- ◆ To maintain cost recovery at a minimum of 140 percent while maintaining the course condition rating of 7.2.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2000 Actual	FY 2001 Actual	FY 2002 Estimate/Actual	FY 2003	FY 2004
Output:					
Rounds played	373,726	350,290	380,000 / 377,367	390,000	386,505
Gross revenue	\$8,190,254	\$8,310,971	NA / \$9,009,693	\$9,596,000	\$9,510,000
Efficiency:					
Operational cost/rounds played	\$8.81	\$9.82	\$9.21 / \$8.88	\$9.21	\$9.30
Revenue per round	\$21.93	\$23.45	NA / \$23.98	\$24.60	\$24.38
Service Quality:					
Percent satisfied	76%	NA	NA / NA	80%	80%
Course condition rating (1)	6.96	NA	7.20 / NA	7.20	7.20
Outcome:					
Percent change in rounds played	5.2%	(5.1%)	7.2% / 6.0%	3.8%	(0.9%)
Cost recovery percentage	143.47%	134.17%	NA / 144.30%	150.00%	140.00%

(1) Course condition rating is derived from a golf user survey, conducted every two years. The rating is based on an average score in three areas of course maintenance: tees, fairways, and greens. Golfers rate quality on a scale of 1 to 9, with 1 being lower than desired service level and 9 being higher than desired service level.

FUND 170 PARK REVENUE FUND



REC Activities

Cost Center Summary					
Category	FY 2002 Actual	FY 2003 Adopted Budget Plan	FY 2003 Revised Budget Plan	FY 2004 Advertised Budget Plan	FY 2004 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	118/ 118	120/ 120	120/ 120	136/ 136	136/ 136
Total Expenditures	\$15,729,063	\$16,966,286	\$16,883,430	\$18,494,258	\$18,456,606

Goal

To provide financially self-sufficient recreational facilities and services that meet the expectations of the citizens of Fairfax County in order to enhance their quality of life by providing opportunities to develop lifetime leisure pursuits.

Performance Measures

Objectives

- ♦ To increase the rate of service contacts per household by 3.72 percent, from 5.11 to 5.30, and a customer satisfaction rating of 80 percent in order to provide opportunities for Fairfax County citizens to increase their awareness of, appreciation of, and participation in, the recreational, fitness, health, and leisure activities available in Fairfax County while educating citizens on the linkage between these resources and a healthy community and personal life.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2000 Actual	FY 2001 Actual	FY 2002 Estimate/Actual	FY 2003	FY 2004
Output:					
Service contacts	1,778,351	1,761,922	1,814,780 / 1,966,460	1,887,371	1,989,276
Efficiency:					
Service contacts per household	5.04	4.92	NA / 5.41	5.11	5.30
Service Quality:					
Percent satisfied (1)	NA	NA	NA / NA	80%	80%
Outcome:					
Percent of households indicating parks/recreation services enhance their quality of life	NA	NA	NA / NA	75%	75%

(1) Service Quality data is collected via household surveys.

FUND 170 PARK REVENUE FUND



Resource Management

Cost Center Summary					
Category	FY 2002 Actual	FY 2003 Adopted Budget Plan	FY 2003 Revised Budget Plan	FY 2004 Advertised Budget Plan	FY 2004 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	9/ 8.75	9/ 8.75	9/ 8.75	9/ 8.75	9/ 8.75
Total Expenditures	\$924,877	\$1,036,766	\$1,036,766	\$1,074,722	\$1,072,035

Goal

To maintain and expand the availability of division services, programs, publications, and facilities for citizens of Fairfax County and visitors of our parks in order to provide opportunities for education and appreciation of their natural and cultural heritage.

Performance Measures

Objectives

- ♦ To increase visitor contacts by 3.5 percent, from 179,595 to 185,926, while maintaining a customer satisfaction rating of 85 percent in order to increase citizen awareness and appreciation of Fairfax County's natural, cultural, horticultural resources, and heritage as well as their importance in maintaining the county's quality of life

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2000 Actual	FY 2001 Actual	FY 2002 Estimate/Actual	FY 2003	FY 2004
Output:					
Visitor contacts (1)	138,092	161,883	NA / 159,485	179,595	185,926
Efficiency:					
Visitors contacts per household	0.39	0.45	NA / 0.43	0.48	0.49
Service Quality:					
Percent of visitors satisfied with programs and services (2)	NA	NA	NA / NA	85%	85%
Outcome:					
Percent of households indicating that FCPA natural, cultural, and horticultural resources facilities and services enhance their quality of life	NA	NA	NA / NA	75%	75%

(1) Number of Visitor Contacts represents actual counts of those visitors participating in resource management division (RMD) programs, events, or other services. Does not include other visitors who use RMD parks and facilities in unstructured activities.

(2) A satisfaction survey will be developed in FY 2003 in order to determine Service Quality.

FUND 170 PARK REVENUE FUND

FUND STATEMENT

Fund Type P17, Non-Appropriated Funds

Fund 170, Park Revenue Fund

	FY 2002 Actual	FY 2003 Adopted Budget Plan	FY 2003 Revised Budget Plan	FY 2004 Advertised Budget Plan	FY 2004 Adopted Budget Plan
Beginning Balance¹	\$3,710,007	\$3,330,348	\$3,823,606	\$3,774,427	\$3,185,311
Revenue:					
Bond Proceeds ²	\$13,015,000	\$0	\$0	\$0	\$0
Interest on Bond Proceeds ³	21,704	74,000	74,000	21,000	21,000
Park Fees	26,234,350	27,242,529	26,518,557	28,736,734	28,736,734
Interest	51,376	90,000	90,000	90,000	90,000
Donations	199,305	140,000	140,000	160,000	160,000
Total Revenue	\$39,521,735	\$27,546,529	\$26,822,557	\$29,007,734	\$29,007,734
Total Available	\$43,231,742	\$30,876,877	\$30,646,163	\$32,782,161	\$32,193,045
Expenditures:					
Personnel Services ⁴	\$15,293,529	\$16,426,207	\$16,176,207	\$17,869,128	\$17,804,755
Operating Expenses	8,681,476	9,012,224	9,157,489	9,455,626	9,455,626
Recovered Costs	(388,220)	(400,882)	(400,882)	(423,049)	(423,049)
Capital Equipment	237,846	559,000	528,879	689,400	689,400
Debt Service:					
Fiscal Agent Fee	8,919	2,000	2,000	2,000	2,000
Accrued Bond Interest Payable	1,180,011	1,074,439	1,074,439	1,065,446	1,065,446
Refunding Bond Costs ²	13,015,000	0	0	0	0
Total Expenditures	\$38,028,561	\$26,672,988	\$26,538,132	\$28,658,551	\$28,594,178
Transfers Out:					
Park Capital Improvement					
Fund (371) ⁵	\$1,379,575	\$0	\$922,720	\$0	\$0
Total Transfers Out	\$1,379,575	\$0	\$922,720	\$0	\$0
Total Disbursements	\$39,408,136	\$26,672,988	\$27,460,852	\$28,658,551	\$28,594,178
Ending Balance	\$3,823,606	\$4,203,889	\$3,185,311	\$4,123,610	\$3,598,867
Debt Service Reserve	\$1,166,019	\$1,166,019	\$1,166,019	\$1,078,000	\$1,078,000
Managed Reserve ⁶	1,200,000	1,200,000	1,300,000	1,376,000	1,376,000
Supplemental Debt Reserve ⁷	358,600	250,000	250,000	0	0
Set Aside Reserve ⁸	1,012,788	1,587,870	469,292	1,669,610	1,144,867
Unreserved Ending Balance	\$86,199	\$0	\$0	\$0	\$0

FUND 170

PARK REVENUE FUND

¹ In order to account for Governmental Accounting Standards Board changes in the treatment of the year-end accrual of compensated absences, a restatement of the FY 2002 beginning balance for Fund 170, Park Revenue Fund, is reflected. This adjustment results in an increase in the FY 2002 beginning balance in the amount of \$86,397 and a one-time savings for the fund. The beginning balance audit adjustment has been included in the FY 2002 Comprehensive Annual Financial Report (CAFR).

² On September 15, 2001, the Park Authority issued \$13,015,000 in Revenue Refunding Bonds in order to refinance Park Revenue Bonds at a lower interest rate.

³ On February 15, 1995, the Park Authority sold \$13,870,000 of revenue bonds for Golf Course Development. Interest is currently earned on the unspent construction funds, the debt service reserve, and the supplemental debt reserve.

⁴ In order to account for revenues and expenditures in the proper fiscal year, an audit adjustment in the amount of \$198.47 has been reflected as an increase to FY 2002 expenditures. The audit adjustment has been included in the FY 2002 Comprehensive Annual Financial Report (CAFR).

⁵ In FY 2002, a total of \$1,379,575 was transferred to Fund 371, Park Capital Improvement Fund. This amount includes \$132,671 for park rental property maintenance, \$200,000 for site information systems (ParkNet), \$463,684 to General Improvements Project, and \$583,220 for the Facilities and Services project. In FY 2003, \$922,720 is transferred to Fund 371, including \$147,537 for park rental building maintenance, \$205,455 to General Improvements Project, and \$569,728 for the Facilities and Services Reserve.

⁶ The Managed Reserve represents set aside cash flow and emergency reserves for operations as a contingency for unanticipated operating expenses or a disruption in the revenue stream.

⁷ The Supplemental Debt Reserve is required as part of the 1995 revenue bonds for golf course construction. This reserve earns interest and is held by the Bond Trustee. Due to the refunding of the Park Revenue Bonds on September 15, 2001, the interest earned will be returned to the Park Authority.

⁸ A portion of the Set Aside Reserve will be transferred to Fund 371, Park Capital Improvement Fund, to fund renovations and repairs at various park facilities as approved by the Park Authority Board.